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THE DIRECTOR OF  
CENTRAL INTELLIGENCE

National Intelligence Council

31 May 1984

NOTE FOR: C/NIC

SUBJECT: NIOs and Collegial Responsibility

Bob, I want (1) to second your remarks of this morning, strongly, about the need for more NIO collegiality on certain of our estimates; and (2) to propose a couple of possible options for your consideration:

1. Regularize and expand Herb's present practice of occasionally calling together a few NIOs, at an early stage in a broad estimate, to get the benefit of their collective wisdom. This is a good -- and much-needed -- initiative on Herb's part. It could be aided by your blessing the practice, and by your noting those particular estimates which are to receive such treatment -- both at the time when the NIOs meet quarterly on the estimates schedule, and as new fast-tracks come along.

2. Issue a periodic list of NIO panels for selected estimates. I initiated such a practice and for a year or so got Harry Rowen to sign off on panel lists, but he didn't push it and only some of the NIOs followed through. If you should prefer such a practice to #1 above, or to some other scheme, your signature and your word at NIO staff meetings would produce much better results.

Hal Ford

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